

STABILITY OPERATIONS JOINT OPERATING CONCEPT (SO JOC)

4

Stability Operations (SO) are military operations conducted in concert with the other elements of national power and multinational partners, to maintain or reestablish order and promote stability. Stability Operations include military operations that establish, shape, maintain and refine relations with other nations, and operations to ensure the safety of American citizens and U.S. interests, while maintaining and improving the U.S. ability to operate with multinational partners to deter hostile ambitions of potential aggressors. Stability Operations serve to demonstrate U.S. commitment, reassure allies, friends and coalition partners, promote transparency, convey democratic ideals, deter aggression, and help relieve sources of instability before they can become military crises.

JOC DESCRIPTION (Version 0.2, dated 5 September 2003)

The SO JOC serves as an articulation of how a future JFC will plan, prepare, deploy, employ and sustain a joint force against potential adversaries' capabilities or crisis situations specified within the range of military operations in a 2015 timeframe. The SO JOC describes how SO will be conducted under four conditions: prior to initiation of combat operations—to prevent conflict; during combat operations—to mitigate the effects of conflict; as a result of combat operations—to consolidate gains and rebuild damaged societies; and as a stand-alone operation. While recognizing the broad spectrum of military operations associated with SO, the SO JOC focus is on stabilization and reconstruction efforts conducted prior to, in conjunction with, or immediately after MCO, or as a stand-alone operation in permissive, uncertain, and hostile environments.

The SO JOC envisions an inextricable link to interagency and multinational efforts. Operations are characterized as rapidly responsive, proactively and continuously shaping the regional battlespace in every dimension in such a way that resistance is impractical and assistance is welcome. Stability Operations are envisioned to use cooperative pressure focused on achieving U.S. and coalition strategic goals, and military operations are undertaken in concert with the other elements of national power and multinational partners to that end.

The main objectives pursued by U.S. and multinational military and civilian elements in SO are restoring or establishing order, providing humanitarian assistance, establishing new governance, restoring essential services, and assisting in economic reconstruction. All of this activity is undertaken expeditiously in order to pave the way for a transition to continuing governance and reconstruction led by legitimately elected, indigenous civilian authorities. The SO JOC covers a number of mission types, including, but not limited to, peace enforcement, peacekeeping, counterinsurgency, and foreign internal defense operations. The JOC highlights three types of capabilities—coercion, socialization, and inducement which are likely to be employed to deal with so-called spoilers, indigenous elements that would seek to oppose and undermine U.S. stability operations. For each mission type, and in different SO contexts, the mix of coercion, socialization, and inducement employed will change over time as conditions change and the necessary progress required to establish and maintain a safe and secure environment and transition to indigenous civilian control is achieved.

ARMY GLOBAL COMMITMENTS

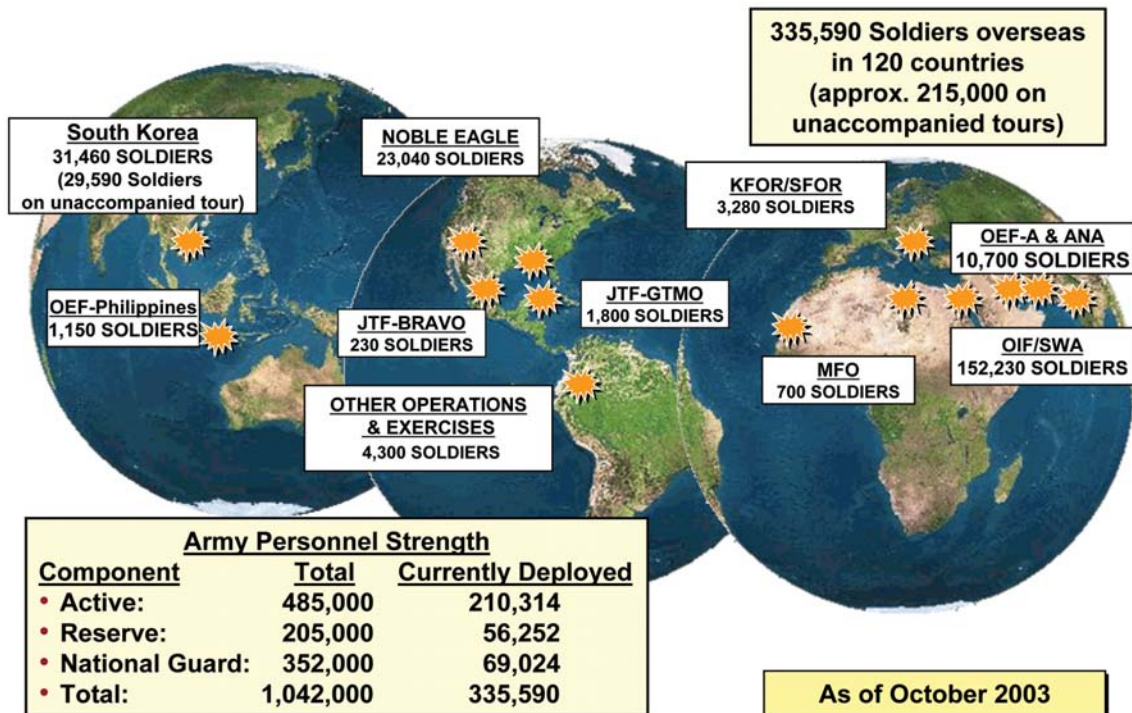


Figure 4-1. Army Global Commitments

Stability Operations are conducted within the framework of the existing collaborative information environment, using an effects-based approach, by forces that have enhanced joint knowledge and a wide range of both combat and noncombat skills. This effects-based approach envisions the ability to convert the purpose of mission (commander's intent) toward a desired end state in coordination with conjunctive missions (major combat operations, other contingency operations, etc.). Integration of stability planning with contingency operations will be a critical element for achieving the desired end state and can no longer be an afterthought. The SO JOC holds adaptability as the key to successfully navigating these challenges.

JOINT CAPABILITIES

Joint forces will conduct SO within the context of MCO, or as a separate contingency operation. The operational environment, while

similar in many respects to that for MCO, will almost certainly involve operations in urban areas and will likely include irregular and paramilitary forces in semi-permissive or nonpermissive environments. Stability Operations require early continuous and comprehensive planning and coordination among joint, interagency, and multinational elements to establish early and sustained control of the informational, land, air, sea, and space domains, and to identify the key elements or tasks—critical or decisive points and centers of gravity—against which to apply joint capabilities to seize the initiative and rapidly achieve strategic and operational objectives. As with MCO, the JFC will seek to seize the initiative, establish momentum and achieve strategic and operational objectives as rapidly as possible.

To build and sustain operational momentum, and particularly when conducted as a separate contingency operation, SO will emphasize rapid

commitment of joint force elements, with immediate employment capability throughout the depth and breadth of the JOA. While many of the joint force capabilities required for MCO are equally applicable to SO, stability operations are inherently manpower intensive and place a high demand on military capabilities required to establish the safe and secure conditions necessary for all elements of the joint, interagency and multinational team's freedom of action to collectively achieve success. Figure 4-1 highlights the manpower intensive nature of current full-spectrum operations, particularly postconflict stability operations in OIF.

Stability Operations will continue to present significant challenges to the Joint Force, requiring sustained readiness for combat tasks while simultaneously executing the wide array of non-combat tasks typical to operations other than war. Stability operations place a premium on adaptive leaders and multifunctional units and Soldiers. Stability operations, particularly long-term operations, will include participation by multiple multinational partners, as well as a variety of governmental and nongovernmental agencies, that will present varied and unique interoperability challenges for the joint force at strategic through tactical levels. The mix of military force capabilities, both joint and multinational, will be driven more by the essential requirement to exert and sustain positive control than by high-tech capability requirements.

As with MCO, knowledge and situational understanding are essential for success; however, situational understanding in SO is more broadly focused to include culture, civilian and commercial industry and infrastructure, civil public health and medical infrastructure, power and transportation networks and grids, broadcast and print media (official and unofficial) networks, facilities and outlets, etc. The C2, communications and ISR challenges of SO may be more complex than those encountered in MCO, requiring unique mixes of sensor and communications suites, HUMINT, CI, and special attention to

information fusion and enablers for urban environments, as well as solving multilevel security challenges.

Force Application

To have the desired immediate impact in SO, the JFC requires improved strategic responsiveness that embodies a deploy-equals-employ paradigm where future joint forces are expeditionary in character, arrive ready to operate, exploit en route knowledge building and continuous communications from home station through deployment, and close the gaps between early-entry and follow-on forces, including the capability to covertly insert forces. Combinations of strategic and intra-theater lift must compensate for physical constraints such as austere environment and limited improved PODs, and simultaneously meet requirements for strategic power projection, operational employment, and continuous sustainment throughout the JOA to ensure operational momentum and agility. Building on combatant commander security cooperation and regional engagement activities, the JFC will execute shaping activities to assure unhindered physical access at times and places necessary to employ and sustain military forces and other elements involved in the stability operations. The joint force will require the capabilities to execute the range of stability operations tasks, including a broad range of military nation-building skills, operational and tactical level nonlethal and limited-collateral damage weapons, conventional forces with SOF-like capabilities in language, weapons, automation, communications, training, and equipment, and flexible and adaptable forces and leaders that can operate in all environments, capable of rapid transition from MCO to stability operations and back. The JFC will require a sustained force presence that can establish and sustain a secure environment in which diplomatic and economic programs can succeed, which will require persistent availability of appropriate forces for stability operations augmentation and reinforcement.

Battle Command

Battle command capabilities required for MCO are applicable to SO and, as with MCO, battle command is the transformational underpinning for success in future stability operations. Battle command must include a comprehensive operational net assessment (ONA) capability that encompasses diplomatic, information, military and economic (DIME) assessments—including infrastructure and utilities—enabling rapid, continuous, knowledge-based planning for stability operations. Joint command and control networked with interagency, multinational and out-of-theater non-DOD facilities is also required, along with collaborative planning and a COP to include interagency and multinational linkages, C2 with reachback and plugs to accept other agency and multinational participation, a secure and robust communications pipeline—including secure connectivity to the GIG—and rapid information sharing with coalition members, interagency players, and nongovernmental organizations. There must be expanded JIACG capabilities resident in Joint Force HQ with full-time, collaborative, simultaneous planning and rehearsal among joint, interagency and multinational elements involved in SO. Broad intelligence gathering and dissemination capabilities—including long-distance collaborative planning involving appropriate United States Government (USG) interagency and foreign government linkages—are also required. Cultural intelligence, including language and cultural understanding, expanded HUMINT, and HUMINT support technologies, must also be present.

Protection

The majority of joint force protection capabilities required for MCO are equally applicable to stability operations. Planning and execution for force protection must include not only joint forces, but also government and nongovernment agencies and multinational partners involved in stability operations. Broad-based situational

understanding and knowledge building throughout the domains in which joint, interagency, and multinational partners operate is essential to identifying force protection threats and vulnerabilities. The networking of joint, interagency, multinational and nongovernmental entities implied by the SO JOC greatly increases the complexity of assuring access to essential information and intelligence. Unique to stability operations, force protection must account for the threats presented by irregular and paramilitary forces operating inside and outside the JOA.

Focused Logistics

Focused logistics capabilities required for MCO are applicable to stability operations. Sustainment operations must artfully blend strategic and operational sustainment and extend strategic sustainment flows beyond the shoreline to provide continuous sustainment for a wide range of stability operations tasks throughout the JOA. The overarching goal is continuous, precise, assured provisioning of deployed forces and supporting agencies in any environment, ensuring the ability to generate and maintain operational momentum throughout the JOA. Logistical systems must be flexible and adaptable to support operational transitions from and to stability operations, while continuing to provide networked logistics information systems for accurate, total asset visibility within the COP. The JFC will require military transport and logistical infrastructure that is rapidly reconfigurable to support both combat and stability operations, agile military contracting capability to source specific and niche requirements, and supply and distribution systems and processes that meet joint, interagency, and multinational requirements.

ARMY CAPABILITIES

The land domain military challenge inherent in the SO JOC flows from the premise that to achieve the effects required for success in stability operations and set the conditions for

achieving strategic and political objectives, the joint force must establish and sustain control of land, people and resources within the JOA. The Army provides the large majority of the operational and sustainment capabilities for the joint force across the full scope of SO missions and tasks. Based on an assessment of the emerging SO JOC (Version 0.2, dated 5 September 2003), the Army capabilities required for MCO are generally applicable for successful SO execution. Highlighted in the following text are specific applications of these capabilities and additional capabilities required for SO.

Force Application

- Modular forces, tailored for self-sufficiency and endurance and designed as part of a joint team that support combatant commander security cooperation and regional engagement plans and activities
- Modular, tailorable, and multifunctional forces rapidly deployable into a JOA at the times and locations required by the combatant commander and designed as part of a joint team to achieve JFC operational objectives and set the conditions for achieving strategic objectives
- Integrated application of increased IO capabilities with other lethal and nonlethal capabilities
- Multifunctional units with enhanced security and patrolling capabilities in urban environments
- Increased Army SOF capabilities, including PSYOP, civil affairs, special reconnaissance, unconventional operations/warfare, direct action to conduct covert operations, battlespace preparation, and enhanced foreign internal defense (FID) in support of combatant commanders' Theater Security Cooperation Plans (TSCP)
- Increased counterterrorism (CT) capabilities to support and conduct CT activities within and outside the JOA
- Enhanced explosive ordnance disposal (EOD) capabilities that include remote capabilities employable in urban environments and provide increased protection for military and nonmilitary personnel, including noncombatants
- Modular and tailorable engineer assets including facilities repair and construction, power generation, road construction, and debris clean-up and removal
- Enhanced CM capabilities that include remote capabilities employable in urban environments and provide increased protection for military and nonmilitary personnel, including noncombatants

Battle Command

- Battle command on-the-move capabilities that support and enable rapid, integrated and near-simultaneous operations throughout the JOA, including the land force component of the COP, real-time blue and gray force tracking, en route, on-the-move mission planning and rehearsal capabilities, and long-range communications
- Army force headquarters designed to function as Joint Force Land Component Commander (JFLCC) HQ, and when augmented with SJFHQ and JIACG elements function as JTF HQ, interoperable with other agencies and multinational partners

Protection

- Increased protection and security capabilities for U.S. forces and assets, non-DOD U.S. personnel, nongovernmental organizations (NGOs), and key assets and infrastructure within the JOA
- Increased CI and HUMINT capabilities to conduct liaison with host nation intelligence and security organizations
- Comprehensive force health protection, including medical ISR, and diagnostic,

prevention and treatment capabilities for the joint force, providing a continuum of medical status and epidemiological information

- Comprehensive medical diagnostic, prevention and treatment capabilities for the joint force
- Limited medical support until indigenous or nongovernmental organization medical capabilities are established, within regulatory, statutory, and operational constraints

Focused Logistics

- Networked logistics information systems, enabled by agile, assured communications, that allow logisticians to see requirements in near real time and provide the decision support tools necessary for sense and respond logistics
- Theater support capabilities for the joint force, including support to other agencies and multinational and coalition partners
 - Infrastructure that can be rapidly configured to meet stability operations requirements
 - Strategically and operationally responsive forces for rapid and sustained logistics support
 - Integrated and responsive distribution enabled by in-transit and total asset visibility

JOINT INTERDEPENDENCIES

As with MCO, Joint interdependence is achieved through the deliberate, mutual reliance

of each Service on the capabilities of other Services or agencies to optimize the overall effectiveness of the joint force while minimizing its vulnerabilities. Significant interdependent capabilities required for successful application of Army capabilities in stability operations include:

- Assured, networked joint and national ISR systems accessible by commanders at strategic through tactical levels that support stability operations in all conditions throughout the breadth and depth of the JOA
- Networked joint, interagency and multinational communications systems in all conditions throughout the breadth and depth of the JOA
- Trained and ready SJFHQ and JIACG elements available for rapid augmentation of Army force headquarters
- Collaborative planning processes and systems linking joint, interagency and multinational partners
- Multilevel security that will permit the exchange of information and intelligence across all friendly echelons and with allies and coalition partners
- Access to data resident in databases maintained within the JOA throughout the national intelligence community
- Networked joint supply and distribution systems and processes
- Commonality of doctrine, terms, graphics, TTPs, and visual tools and displays